

III. Transportation Planning Framework

Regional Goals

Building on the considerable effort that went into developing the 1998 RTP, the following goals have been updated to emphasize subregional and market-based approaches to improved mobility.

- 1. Improve transportation mobility for all people and enhance the movement of goods within the subregions and the Region.*
- 2. Ensure that transportation investments are cost-effective, protect the environment including improving air quality, promote energy efficiency and enhance the quality of life.*
- 3. Serve the public's transportation needs in safe, reliable and economical ways, which also meet the individual needs of those who depend on public transit, such as the elderly, handicapped and disadvantaged.*
- 4. Develop regional transportation solutions that complement the subregional transportation systems and the land use plans of communities within the subregions.*
- 5. Promote transportation strategies that are innovative and market-based, encourage new technologies and support the Southern California economy.*
- 6. Encourage land use and growth patterns that enhance the livability of our communities and maximizes the productivity of transportation investments.*

Transportation Planning Policies & Objectives

The following policies were adopted in the 1998 RTP to help guide regional transportation investments and continue to reflect the transportation policies of the region.

Policy #1

Transportation investments shall be based on SCAG's adopted Regional Performance Indicators.

Policy #2

Transportation investments shall mitigate environmental impacts to an acceptable level.

Policy #3

Major Investment Studies or other major planning studies for regional transportation facilities shall include consideration of freight movement.

Policy #4

Transportation Control Measures included in the approved State Implementation Plan (SIP) shall be a priority.

Policy #5

The Regional Transportation Improvement Program (RTIP) shall be developed using the RTP as guidance, and approval shall be based on its consistency with the RTP.

Policy #6

Implementing freight improvements, advanced transportation technology, airport ground access and traveler information services, shall be RTP priorities.

Policy #7

Projects proposed for the RTIP that do not indicate a reasonable phasing of construction between segments will not be approved.

Policy #8

Commercial airport capacity shall be expanded to serve passenger and freight needs with environmental and ground access impacts being mitigated to an acceptable level.

Policy #9

All existing and new public transit services, facilities and/or systems shall be fully accessible to persons with disabilities as required by applicable sections of the 1990 Americans with Disabilities Act.

Policy #10

All existing and new public transit services shall be provided in a manner consistent with Title VI of the 1964 Civil Rights Act and Executive Order 12898 on Environmental Justice, including the prohibition of intentional discrimination and adverse disparate impact with regard to race, ethnicity or national origin.

Policy #11

All existing and new public transit services, facilities and/or systems shall evaluate the potential for private sector participation through the use of competitive procurement, and feasible institutional arrangements.

Policy #12

New freeway facilities shall be open for goods movement except where safety would prohibit this.

Policy #13

Tolled highway facilities shall be designed, operated and priced to encourage the use of public and private transit, carpools, vanpools and other HOVs. Average vehicle occupancy on the toll facility shall be comparable to similar facilities without tolls.

Policy #14

Pricing policies may be applied by appropriate agencies to maintain acceptable levels of service of facilities.

Policy #15

Arterial HOV facilities to support transit and rideshare will be supported and encouraged.

Policy #16

Maintaining and operating the existing transportation system will be a priority over expanding capacity.

Policy #17

Alternatives to highway expansion must be evaluated before giving regional approval to expand single-occupancy lanes.

Policy #18

Each county should provide environmentally acceptable airport capacity within its own market area to meet local and domestic air passenger demand.

Policy #19

Airports shall be expanded and added to the system to reinforce regional growth patterns and to make regional communities more livable.

Policy #20

International facilities should be developed at other commercial airports in the SCAG Region in addition to LAX.

Performance Measures

Performance Based Planning

The 1998 Regional Transportation Plan, the State RTP Guidelines and the Transportation Efficiency Act for the 21st Century (TEA-21) call for the use of performance-based measures that will help decision-makers better analyze transportation options.

To meet the challenges of performance-based planning, SCAG developed Performance Indicators that consider transportation from a “user’s perspective.” Every day, millions of users consider rush hour congestion, speeds, reliability of service, parking costs and other factors before making trip choices. SCAG’s Performance Indicators are based on these very same “common sense” criteria.

SCAG’s Performance Indicators

SCAG’s Performance Indicators were developed with the help of the public, stakeholders, subregions, County Transportation Commissions/subregions and several SCAG committees, including a Peer Review Committee and SCAG’s Transportation and Communications Committee (TCC), which approved the Performance Indicators at its regular meeting in September 1995. The Performance Indicators focus on the ease of movement of people and goods.

At the request of SCAG’s Transportation and Communications Committee, and on the basis of early subregional input, the 1998 RTP also provided analysis on transportation equity issues and considered the impact of transportation policies that treat the automobile as one of many travel options available as opposed to the only option. Transportation equity discussions have been expanded and elaborated in the Draft 2001 RTP as part of the environmental justice analysis. For further discussion on SCAG’s Performance Indicators, please refer to the Appendix.

Performance Objectives

Table 3.1

| Regional Performance Indicators | | |
|--|---|---|
| Performance Indicators | | Objective |
| Mobility Transportation System should meet the public need for improved access and for safe, comfortable, convenient and economical movement of people and goods | Avg. Work Trip Travel Time in Minutes PM Peak Freeway Travel Speed PM Peak Non-Freeway Travel Speed Percent of PM Pk Travel in Delay (Fwy) Percent of PM Pk Travel in Delay (Non-Fwy) | 25 minutes (auto) 45 minutes (transit) |
| Accessibility Transportation system should ensure the ease with which opportunities are reached. Transportation and land use measures should be employed to ensure minimal time and cost. | Work opportunities within 45 minutes of door to door travel time (mode neutral) Average transit access time | |
| Environment Transportation system should sustain the development and preservation of the existing system and the environment (all trips). | CO ROG NOx PM10 PM2.5 | Meet the applicable SIP Emission Budget And the transportation Conformity requirements |
| Reliability Transportation system should have reasonable and dependable levels of service by mode (all trips) | Transit Highway | 63% on-time arrivals 76% on-time arrivals |
| Safety Transportation system should provide minimal accident, death and injury (all trips) | Fatal Per Million Passenger Miles Injury Accidents | 0 0 |
| Livable Communities Consensus could not be reached for the Draft 2001 RTP Update | | |
| Equity/Environmental Justice The benefit of transportation investments should be equitably distributed among all ethnic, age, and income groups (all trips). | By Income Groups Share of Net Benefits | Equitable distribution of benefits among all income quintiles. |
| Equity/Geographic Equity Consensus could not be reached for the Draft 2001 RTP Update | Expenditures vs. Benefits | Equitable distribution of benefits. |
| Cost-Effectiveness Maximize return on transportation investment (all trips) <ul style="list-style-type: none"> - Air Quality - Mobility - Accessibility - Safety | Return on Total Investment | Optimize return on transportation investments |

Transportation Planning Process

Overview of Federal Requirements

Under the TEA-21, the U.S. Department of Transportation (USDOT) requires that the Metropolitan Planning Organizations (MPOs) prepare long range transportation plans. In federally designated non-attainment and maintenance areas, these plans must be updated every three years. SCAG adopted the 1998 RTP in April 1998. The 2001 RTP is an update to the 98 RTP and it replaces the 98 RTP in its entirety.

The Federal requirements for metropolitan transportation plans include the following key provisions:

- Plans must be developed through an open and inclusive process that ensures public input and seeks out and considers the needs of those traditionally under served by existing transportation systems
- Plans must be for a period not less than 20 years into the future
- Plans must reflect the most recent assumptions for population, travel, land use, congestion, employment and economic activity
- Plans must be financially constrained and revenue assumptions must be reasonable in that they can be expected to be available during the time frame of the plan
- Plans must conform to the applicable State Implementation Plans (SIPs)
- Plans must consider seven planning factors and strategies, in the local context, as follows:
 - (1) Support the economic vitality of the United States, the individual States and metropolitan areas, especially by enabling global competitiveness, productivity and efficiency;
 - (2) Increase the safety and security of the transportation system for motorized and non-motorized users;
 - (3) Increase the accessibility and mobility options available to people and for freight;
 - (4) Protect and enhance the environment, promote energy conservation and improve quality of life;
 - (5) Enhance the integration and connectivity of the transportation system, across and between modes throughout the State, for people and freight;
 - (6) Promote efficient system management and operation; and
 - (7) Emphasize the preservation of the existing transportation system.

Overview of State Requirements

The State whose requirements largely mirror the Federal requirements, has adopted extensive RTP guidelines. Key additional State requirements are briefly discussed below.

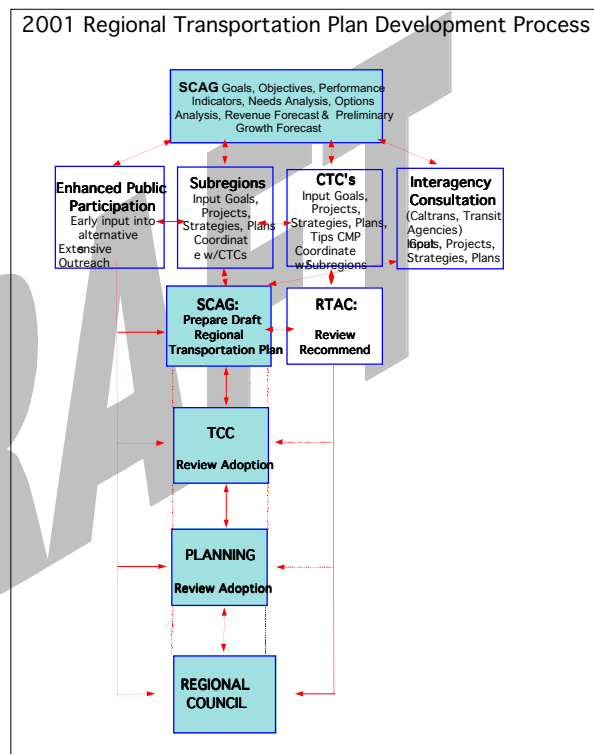
Transportation plans must comply with the California Environmental Quality Act (CEQA) and 2001 RTP Update will meet those requirements. In addition, the first four years of plans must be consistent with the four-year State Transportation Improvement Program (STIP) as incorporated into the SCAG RTIP. Further, the State guidelines call for program level performance measures that include objective criteria that reflect the goals and objectives of the RTP. The State guidelines also call for three specific elements of regional plans: a policy element, an action element and a financial element.

SCAG's Plan Update Process

The Draft 2001 RTP should provide strategic direction for transportation investments over the 2001-2025 time period. The next RTP must be updated no later than three years from the date of the federal conformity determination of the 2001 RTP. The RTP is a critical document to assure Federal and State transportation funding.

To address the challenges faced by the region as well as update the RTP on the schedule required by the USDOT, SCAG initiated a bottom-up collaborative planning process that included 12 Task Forces and numerous subcommittees. These Task Force members included hundreds of local and regional officials, representatives of Federal and State agencies and representatives of community groups and environmental organizations (see Appendix for listing of Task Force, subcommittee members and meeting dates). A listing of the Task Forces and key committees and their respective missions are presented in Table 3.2. Figure 3.1 depicts the 2001 RTP Update development process.

Figure 3.1



Transportation Planning in the SCAG Region

Numerous agencies are charged with the responsibility for transportation planning and investment decisions within the SCAG region. This section of the draft 2001 RTP Update summarizes the planning environment and discusses how SCAG integrates the planning activities of each of the counties in the region to ensure a balanced, multi-modal plan that meets regional as well as county-specific goals.

Table 3. 2

| Regional Plan Update Task Forces and Key Subcommittees | | |
|--|--|---|
| Task Force Name | Key Issues Addressed/Analysis Conducted | Products |
| RTP Technical Advisory Committee (TAC) | <ul style="list-style-type: none"> • RTP goals and policies • Operations and maintenance needs of existing system • Arterial needs • Performance Indicators • Air quality issues and transportation conformity • Technical capabilities • Geographic equity • Accessibility • Review of modeling assumptions • Performance indicators • Livable communities | <ul style="list-style-type: none"> • Agreement on baseline modeling assumptions • Review and coordination of Task Force recommendations • Proposal for regional performance indicators • Recommendations on geographic equity • Review and recommendations on funding for arterials and operations and maintenance needs • 2000 Air Quality Management Plan (AQMP) transportation measures (to result from 2001 RTP) • Recommendations on transportation sustainability issues |
| Growth/Forecast | <ul style="list-style-type: none"> • Develop forecast parameters • Welfare to Work analysis • Distribution of population, employment, housing • Methodology improvements to improve growth forecasting capabilities • Review and update 1997 base year estimates; prepare modeling data set including 24 derived variables at the Traffic Analysis Zone (TAZ) level. • Review and update 2000, 2005 household data set at the city level • Update 2010, 2015, 2020 and 2025 projections | <ul style="list-style-type: none"> • Forecast data set for subregional population, household and employment data • Forecasting analysis parameters • Update of 1997 base year forecasts • Prepare revised 2005, 2010, 2015, 2020, 2025 forecasts • Data set for modeling • Integration of Welfare to Work jobs into forecasts • Improvements to forecasting methodology • Educational achievement forecasts • Production of new regional and small area forecasts • Evaluation of improvements to small area forecasting methodology, including the 'hot spots'/infrastructure issues • Address shifting city boundaries |
| Long Range Transportation Finance | <ul style="list-style-type: none"> • Identify additional revenue sources • Assess fuel tax replacement options • Incorporate TEA-21 revenues into financial forecast • Identify and consider innovative financing options • Review sales tax and fuel tax revenue generation issues as well as State and federal funding changes • Review transportation finance issues such as bonding, | <ul style="list-style-type: none"> • Identification of transportation funding gaps • Identification of new transportation funding opportunities • Identification of implications of alternative fuel vehicles on fuel tax revenues and options for fuel tax replacement • Development of consensus on funding assumptions for 2001 RTP Update • Development of preliminary strategy for securing new funding sources for the region |

Regional Plan Update Task Forces and Key Subcommittees

| Task Force Name | Key Issues Addressed/Analysis Conducted | Products |
|---------------------------------|--|--|
| | Transportation Infrastructure Finance and Innovation Act (TIFIA) opportunities | |
| Aviation | <ul style="list-style-type: none"> Regional passenger and cargo demand allocation Environmental issues Ground access issues Review issues of airport siting. Review historical/ comparative analysis of air passenger and cargo data in the region Briefed on RADAM model Identify scenarios for passenger and cargo demand distribution analysis | <ul style="list-style-type: none"> Identify preliminary regional passenger and cargo demand allocation distribution and airport options for analysis and evaluation Policy recommendations on demand distribution scenarios, including distribution of both passengers and cargo Recommendations on other capacity, environmental and ground access issues related to aviation Develop consensus on four distinct regional airport scenarios to be studied further as part of the RTP Update |
| Transportation Corridors | <ul style="list-style-type: none"> Modal alternatives Intermodal connectivity Identification of proposed modal alternatives on RTP identified corridors | <ul style="list-style-type: none"> Improvements in corridors identified in 1998 RTP recommended along with extension of some of these corridors. Focus on rapid bus service, commuter and urban rail and transitways. |
| High Speed Rail | <ul style="list-style-type: none"> Refine 98 RTP MAGLEV system Assess financial feasibility Assess environmental impacts Develop ridership projections Seek federal funding to conduct further analysis Review and comment on State High Speed Rail Authority proposed alignments Review demand modeling assumptions | <ul style="list-style-type: none"> Analysis and recommendations on corridors for potential privately-financed high speed rail system |
| Regional Transit | <ul style="list-style-type: none"> Future demand for transit Vision of transit's role in the region Define regional transit weaknesses, needs and issues Opportunities for transit efficiency and effectiveness improvements Review future transit ridership projections Explore ongoing local transit improvement initiatives | <ul style="list-style-type: none"> Consider two alternatives: retain existing mode share by 2025 or attempt to increase overall transit mode share. Both alternatives will require new revenue sources and new methods of transit service provision |

Regional Plan Update Task Forces and Key Subcommittees

| Task Force Name | Key Issues Addressed/Analysis Conducted | Products |
|---------------------------------------|--|--|
| Four Corners | <ul style="list-style-type: none"> Develop sub-area transportation model Evaluate projects / program alternatives Develop a preferred strategy & implementation plan Develop objectives Agreement for process to choose an alternative | <ul style="list-style-type: none"> Preferred strategy developed Public opinion poll conducted in May 1999 Implementation plan selected |
| Truck Lanes | <ul style="list-style-type: none"> Feasibility of truck lanes on SR-60 Funding of truck lanes Preliminary scope for I-710, I-5 and I-15 under development Select consultant team to begin study of SR-60 truck lanes | <ul style="list-style-type: none"> Truck lane feasibility study initiated on SR 60 Identification of financing alternatives for truck lanes Finalization of SR-60 Truck Lane Feasibility Study |
| Goods Movement | <ul style="list-style-type: none"> Review of regional goods movement needs Review of national corridors (Southwest Passage) Development of regional goods movement system Ensure goods movement issues are considered in: RTP recommendations, State and Federal legislation and funding Review of goods movement elements in RTP | <ul style="list-style-type: none"> Specific recommendations in areas including studies, analysis, financing strategies and coordination across modes used in goods movement within the region. Policy and action recommendations for regional goods movement |
| Modeling | <ul style="list-style-type: none"> Develop regional transportation assumptions Oversee improvements to modeling tools Recommendations on telecommuting and work at home assumptions Evaluate baseline and plan assumptions for transit, highways, work at home, non-motorized, ITS, market incentives, demand responsive and socio-economic inputs | <ul style="list-style-type: none"> Development of improved regional model Recommendations on assumptions for baseline and plan years on mode splits, distribution, socio-economic inputs, etc. |
| Subregional Coordinators Group | <ul style="list-style-type: none"> Coordination of issues for consideration by subregions Analysis of baseline funding issues for subregions | <ul style="list-style-type: none"> Overall coordination of inputs by subregions Recommendations resulting from OWP work in various subregions |

Regional Plan Update Task Forces and Key Subcommittees

| Task Force Name | Key Issues Addressed/Analysis Conducted | Products |
|-----------------|--|--|
| | <ul style="list-style-type: none">Regional Housing Needs Assessment (RHNA) UpdateExtensive Overall Work Program (OWP) activities in each subregionProposed RTP Participation and outreach plan | <ul style="list-style-type: none">RHNA inputs to RTPRecommendations on RTP outreach and participation by subregions |

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Each of the six counties in the SCAG region has a Transportation Commission or Authority with the exception of Imperial County, where Imperial Valley Association of Governments (IVAG) serves as the countywide transportation agency. These agencies are charged with countywide transportation planning activities, allocation of locally generated transportation revenues and, in some cases, operation of transit services. In addition, there are 14 subregions within the SCAG region which are groups of cities and communities geographically clustered (sometimes comprising an entire county), which work together to identify, prioritize and seek transportation funding for needed investments in their respective areas. Finally, the SCAG region comprises all or part of seven different air quality non-attainment or maintenance areas in five air basins and Federal law requires that transportation and air quality planning are coordinated in these non-attainment and maintenance areas.

Table 3.3

| Stakeholders in the Development of a Regional Transportation Plan | |
|--|---|
| Designated MPO | |
| - | Southern California Association of Governments (SCAG) |
| County Transportation Commissions / Transportation Sales Tax Commissions | |
| - | Los Angeles |
| - | Orange |
| - | San Bernardino |
| - | Riverside |
| - | Ventura |
| - | Imperial |
| Subregional Council of Governments | |
| - | Arroyo Verdugo Cities |
| - | Coachella Valley Association of Governments |
| - | Gateway Cities COG |
| - | Imperial Valley Association of Governments |
| - | Las Virgenes-Malibu-Conejo COG |
| - | City of Los Angeles |
| - | North Los Angeles County |
| - | Orange County COG |
| - | San Bernardino Associated Governments |
| - | San Gabriel Valley COG |
| - | South Bay Cities COG |
| - | Ventura County COG |
| - | Western Riverside County COG |
| - | Westside Cities COG |
| Local and County Governments | |
| Other Owners, Operators and Implementing Agencies | |
| - | Caltrans District Offices |
| - | Airport Authorities |
| - | Port Authorities |
| - | Transit / Rail Operators |
| Resource / Regulating Agencies | |
| - | USDOT (FHWA, FTA, FAA, FRA) |
| - | US EPA |
| - | CA DOT |
| - | CA Air Resource Board |
| - | CA EPA |
| - | Air Districts |
| Other private, non-profit organizations, interest groups and Tribal Communities | |

Public Outreach and Public Involvement

As part of the update process for the RTP, SCAG embarked on a comprehensive public participation and outreach process to ensure community feedback and input on the plan as the update progressed. This effort was similar to the Task Force effort previously described because it was also a bottom up process with heavy reliance on the 14 subregions within the SCAG region. As local organizations and groups of cities, representing various parts of the region, the subregions offer a direct line of communication to cities, community groups, transit operators, environmental organization, and the business community in their respective areas. SCAG allocated funds to each subregion to draw upon for outreach activities and where organizational capacity existed and contracting issues were resolved, subregions implemented outreach programs. SCAG also hired a central communications consultant to serve as the coordinator of the entire RTP Update Public Participation and Outreach Program and to assist those subregions that did not embark on an outreach process on their own. In total, eight of the 14 subregions implemented an outreach program and SCAG's consultant handled outreach in the other six areas and served as a resource, as needed, in the other subregions.

The type of outreach conducted varied within the subregions. SCAG provided each subregion with an outreach database comprised of community groups, non-profit organizations and other local agencies. In addition, many of the subregions supplemented this information with local community databases and other contacts best known at the local level. Most subregions conducted public workshops on the RTP Update and many used newsletters to inform the public about the Update. In addition, environmental justice dialogs targeted at minority and low-income communities were held in a number of subregions as were electronic town hall meetings. Finally, SCAG hosted a Transportation Summit at the University of Southern California as another means to reach out to the community and interested parties. The Appendix provides a summary of the public outreach sessions in each of the subregions and a summary of the overall outreach process.

As this Draft 2001 RTP Update is circulated for public input, the SCAG Public Participation and Outreach Program will continue. A renewed set of communications strategies will be initiated and includes the following:

- An orientation workshop or meeting with the subregions to review all presentation materials, written materials and outreach approaches.
- Heavy promotion of the secure project website and the RTP public website to all appropriate audiences.
- Revised Power Point presentations, including a simplified version.
- Revised Fact Sheets, including the most recent information by Task Force and the RTP status overall.
- Direct mail distribution of materials (Draft RTP and/or related documents) to all groups and individuals that have received/participated in a RTP event in the past.

- Direct outreach to environmental justice community groups throughout the region.
- Outreach activity by the SCAG communications consultant for those subregions which have not engaged in a direct contractual agreement with SCAG.
- Continued promotion of all public meetings/RTP presentations.

Environmental Justice

It is SCAG's policy to integrate environmental justice into its transportation planning process². This is done, in part, to comply with Title VI of the Civil Rights Act of 1964 and associated regulations and policies, including President Clinton's 1994 Executive Order 12898 on Environmental Justice. In general, these laws and orders prohibit discrimination on the basis of race, income, age or disability. In the transportation planning context, SCAG seeks to assure that plan benefits and burdens are not inequitably distributed within the region.

SCAG plans to accomplish this goal through two main efforts: public outreach and analysis. Our public outreach efforts are intended to assure that all members of the public have the opportunity to participate meaningfully in the planning process. These efforts include targeted outreach to minority and low-income communities throughout the region to assure that their concerns are heard and addressed.

In its 1998 RTP, SCAG conducted an extensive analysis designed to test the equity of its plan for minority and low-income residents of the region. The analysis for the 1998 RTP found that, while overall plan expenditures would benefit high-income groups more than low-income groups, the plan also contained transit elements that would improve access to opportunity for low-income and minority residents of the region.

Since the 1998 RTP was released, the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) have renewed their commitment to assuring environmental justice in the programs they fund. The agencies recently issued proposed revised planning regulations³, which intend to link MPO certifications to environmental justice activities. SCAG has responded to the FHWA and FTA expectations with the application of more detailed analytical approaches and more extensive public outreach efforts, as described below.

Public Outreach on Environmental Justice Issues

Federal planning regulations and policies require that a wide spectrum of stakeholders have the opportunity to participate meaningfully in the planning process. Minority and low-income communities are among those receiving special emphasis in these directives.

² For further information, see SCAG's adopted Compliance Procedure for Environmental Justice in the Planning Process, October 2000.

³ Statewide Transportation Planning: Metropolitan Transportation Planning: Proposed Rule, Federal Register, Vol. 65, No. 102, Thursday, May 25, 2000 (65 FR 33922).

Accordingly, a portion of SCAG's extensive public outreach effort for the RTP is targeted to minority and low-income communities around the region as discussed above⁴

As part of the public outreach process, informal community dialogues are held with groups that have not traditionally been involved with SCAG or the RTP planning process. These dialogues are frequently scheduled for evening hours to allow attendance by those who work during the day. For these audiences, which typically include minority groups and low-income populations, a "tutorial" is offered on SCAG and the RTP. As the subject of transportation (mass transit, public highways, local roads, etc.) evolves with each group, specific needs and issues are identified and recorded as input into the RTP planning process.

Public input from all the public sessions, whether they be informal community dialogues, workshop, or electronic town halls, is collected via public comment forms and surveys. This feedback has been summarized and provided to SCAG planning staff during the development of this Draft 2001 RTP Update.

Analysis Methods and Results

SCAG's environmental justice analysis has two major components: 1) focus on the distribution of environmental impacts; and 2) calculation of net benefits of the plan, including accessibility and mobility. The distribution analysis attempts to identify environmental impacts of the RTP that have the potential to affect different ethnic or income groups differently. The areas addressed by SCAG's program include noise, traffic congestion, air quality and safety (specifically traffic safety). The accessibility analysis examines the overall plan's effects on the ability to reach jobs and essential services for all income and ethnic groups in the region.

In accordance with proposed federal planning regulations and environmental justice guidance, SCAG bases these analyses on demographic data: specifically, the projected locations of low-income and minority populations in 2025.

⁴ SCAG's current Public Participation Program was adopted by the Regional Council, SCAG's governing body, on September 2, 1993, and is available from SCAG's Government Affairs section. Generally, it requires that for each planning effort undertaken by the agency, a specific program description for public outreach be prepared.